ISYS90045 Professional IS Consulting

Seminar 8 Professional Advice Communication Meetings

Dr Rod Dilnutt

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Tonight's Agenda

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Define and under[QR code]sulting communication techniques

- ▸ Meeting
- ▸ Interviews

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Last Seminar we focused on

- ▸ Report writing Email: tutorcs@163.com
- ▸ Workshops

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Meetings

Christina Parkes

Outcomes

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- ✓ Manage effecti... ...uctive meetings
- ✓ Conduct effect... ...uctive interviews

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Meetings, interviews and workshops

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▸ Key information-gathering tools in the consultant's Toolbox

▸ What are they, when to use them?

Category	Description
Meetings	• Small group-based discussion • Structured agenda – usually around 1-2 points • Low level of depth accomplished, moderate breadth • Two-way communication between parties • Conversation-driven • 0.5-2 hours in length.
Interviews	• Usually one-to-one • Structured agenda – around 1-2 points • Information flow is typically one-way (one asks questions, one answers) • Medium level of depth accomplished, low breadth • Conversation-driven • 1-2 hours in length.
Workshops	• Large groups • Structured agenda – programme of work • Information flow is many-to-many • High level of depth, high level of breadth • Activity-driven (using forms, pictures, collaboration tools) • Can be >2-3 hours in length.

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Introduction to Meetings

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What do we know about meetings?

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Meeting Attitude Self Assessment

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No	Question	Scale
1	I attend team meeting ...	1 2 3 4 5
2	When I attend a meet ... about being there	1 2 3 4 5
3	I offer opinions and in ... ak my mind)	1 2 3 4 5
4	I encourage other participants to contribute their ideas	1 2 3 4 5
5	I speak to the issues rather than to people	1 2 3 4 5
6	I volunteer to help out or follow up on action items	1 2 3 4 5
7	I listen carefully to what is being said	1 2 3 4 5
8	I see meetings as a positive way to strengthen our team	1 2 3 4 5
9	I ask others questions to get them to expand on their ideas	1 2 3 4 5
10	I participate in meetings as a problem solver	1 2 3 4 5
Total	40 to 50 =A solid meeting contributor 30 to 39 = Contribute, you may want to get more involved 10 to 29 = Attitude toward meetings and work to be more of a meeting contributor	5=Always 4= Frequently,not all the time 3=some of the time 2=not very often 1=almost never

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Managing Effective Meetings

How do we define a meeting?

Assembly of persons for a specific purpose

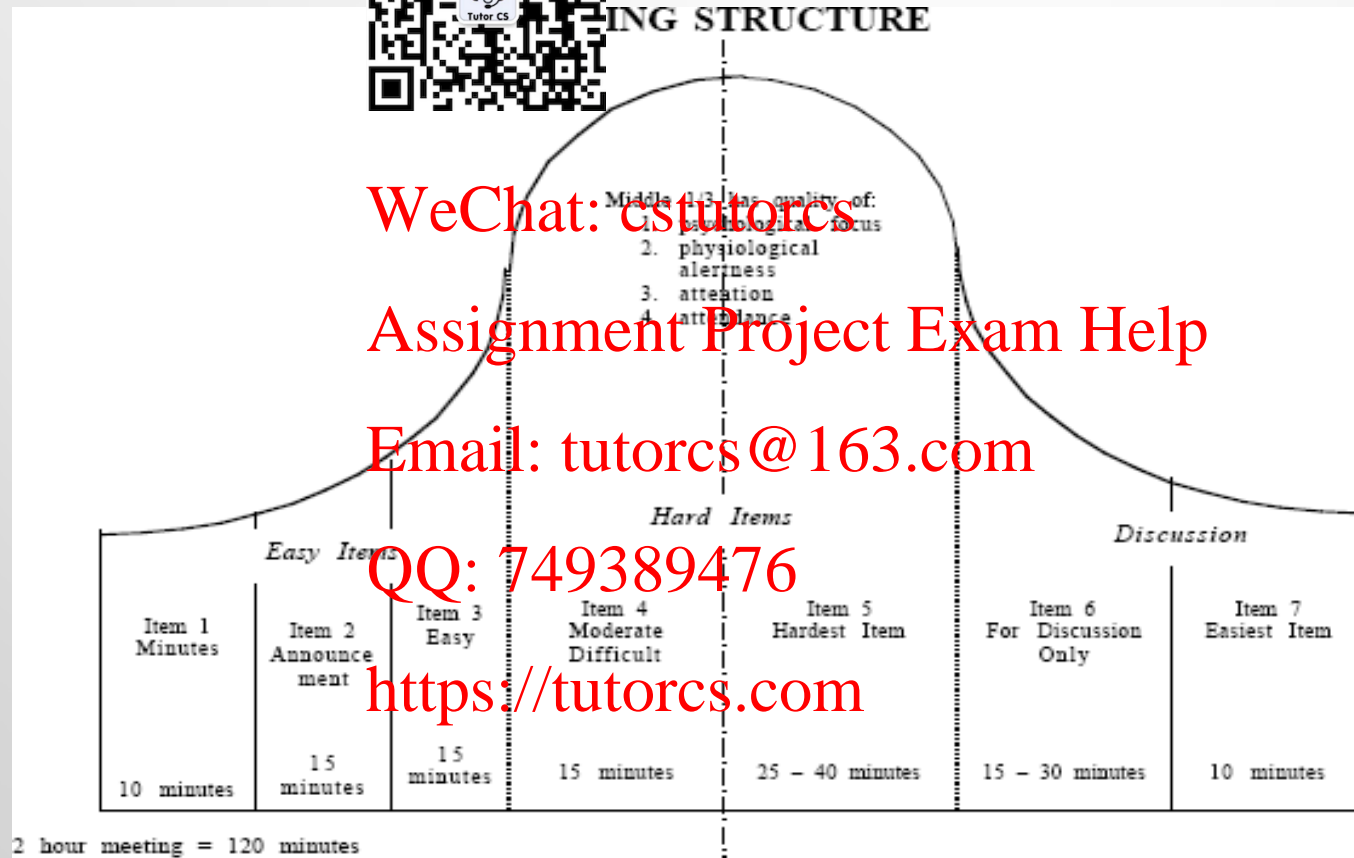MEETING STRUCTURE

Middle 1/3 has quality of:
1. psychological focus
2. physiological alertness
3. attention
4. attendance

Easy Items		Hard Items			Discussion	
Item 1 Minutes	Item 2 Announcement	Item 3 Easy	Item 4 Moderate Difficult	Item 5 Hardest Item	Item 6 For Discussion Only	Item 7 Easiest Item
10 minutes	15 minutes	15 minutes	15 minutes	25 – 40 minutes	15 – 30 minutes	10 minutes

2 hour meeting = 120 minutes

When do we need a meeting?

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Group Discussion
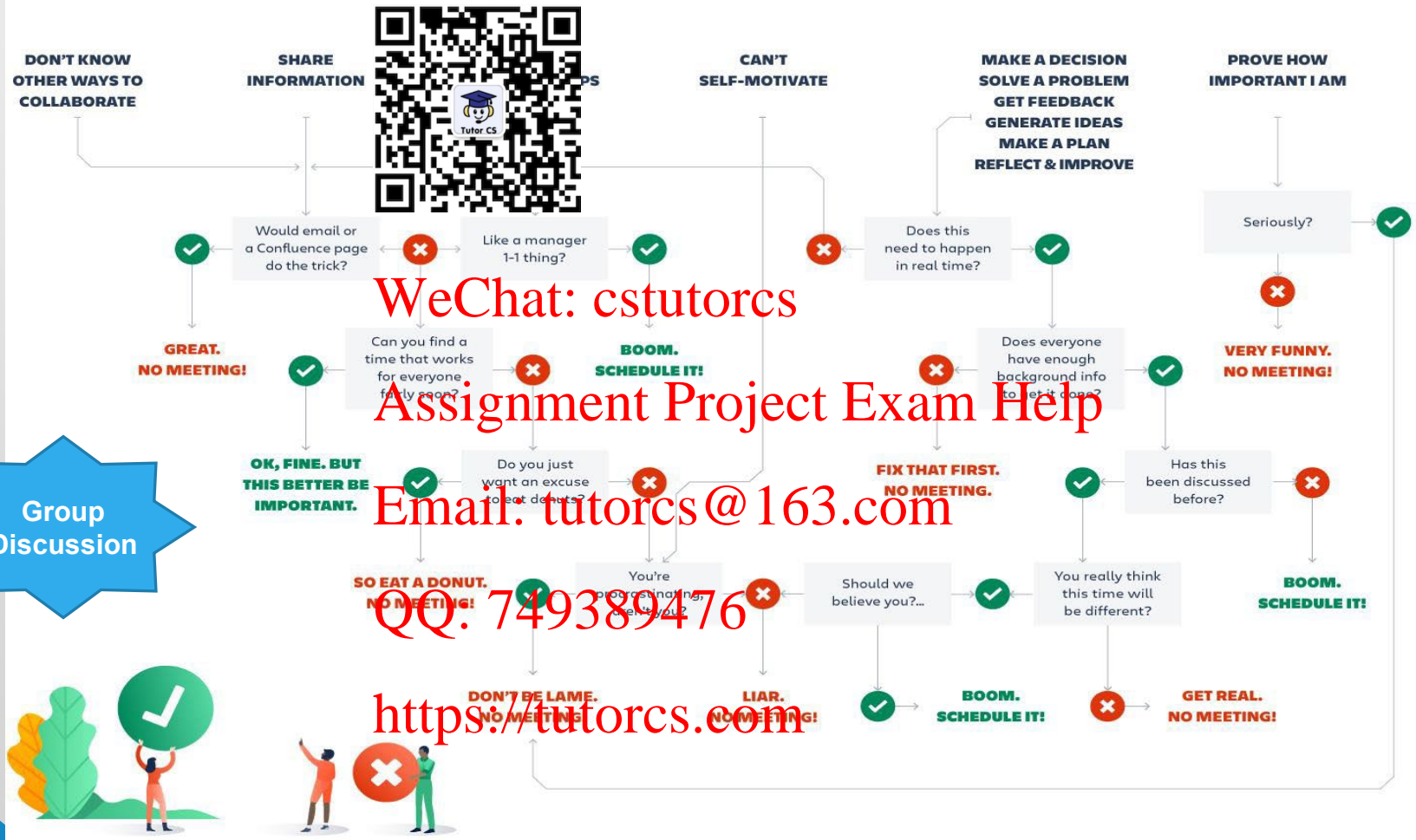
Why do we have meetings in consulting?

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General Discussion
- To develop options
- Unstructured problem solving
- Objective is gaining further information
- Crucial skill to be able to do this well
- Analysis
- Frameworks

Purpose of meeting
- Information gathering?
- Understanding?
- Evaluating?
- Designing?

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Establish Meeting Culture

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- Establish cultural expectations from participants from the beginning
  - Provide guidelines for promptness & tardiness
  - i.e. Gold coin donation for late comers
  - One person speaks at a time
  - No private conversations

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- Encourage participation during the meeting not after...why?

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Challenges when conducting meetings

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Challenges you may ❑r when conducting meetings

- Deliberately prolo❑ tings to avoid work
- Participants who ❑avourite subject or personal agenda
- Indications participants have lost interest
- Indications participants do not understand subject
- Indications participants may disagree though they do not express it
- Deliberately extinguishing creativity

Which of these challenges is the most difficult to manage?
...why?

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Group Discussion

Meeting Preparation

Create an Agenda
- What is an agenda?
- It's a tool for participants to focus on accomplishment

Technique for developing an agenda using "OPQRST"
- Order & Objectives – Of the process
- Process – Which technique used for information gathering?
- Question – What is the intent of the question?
- Recording – Which method is going to be used
- Supplies – Stationary or tools required to perform the meeting
- Timing – What is the estimated duration of the process & tasks?

Meeting Preparation

Create a participant

  ‣ Include key de...ers to action items

Establish roles

  ‣ Assign a support assisting with logistics, note taking, time checks and to act a witness

Assign a duration of the meeting

  ‣ 60 minutes is about the length of time people can concentrate with being too distracted

Commence on time and conclude on time

Conducting Meetings – Speaking

Facilitating a meeting involves key tasks

▸ Keeping the discussion on target

▸ Making sure everyone is heard & participant's needs are met

Use data not people in discussions

▸ Language needs to refer to facts rather than opinion

Facilitating decision making

▸ Rather than begin with solutions, focus on a detailed analysis of where things can or do go wrong

▸ Seek consensus, avoid premature use of voting to arrive at decisions

Conducting Meetings – Listening

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- ✓ Listening
  - ➤ Stay tuned to the mood of the participants
- ✓ Conclude meeting and thank attendees for their time
- ✓ After the meeting send out the minutes (no more than 48 hours)

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Discussion The Guru

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▸ You have a "really great" start up idea – it involves enabling shareholder meetings for Companies and General Meetings (AGM's) to be run online rather than in conference centres.

▸ However, you need Venture Capital (VC) funding in order get your idea into development.

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▸ There is one Venture Capital Guru that you would be perfect to pitch your idea to, the problem is **how do you get a meeting?** And what do you do if they agree to a meeting?

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Scenario

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▸ Part 1 – How do ▢▢▢▢▢ a meeting with the "Guru" ?

▸ You start to brain▢▢▢▢▢your friend how to ask for a meeting

   ▸ Brainstorm; "W▢▢▢▢ best way to approach asking for the meeting"

   ▸ i.e. Can you justify a meeting to the "Guru"?

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▸ Part II -You have been successful in securing a Zoom meeting with the "Guru"!

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   ▸ What steps do you take to make sure the meeting runs well and it meets expectations?

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Group Discussion

Summary

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This seminar has e███████ethods of communicating as a consultant

- Explore stru███████mmunication styles

- Define the role of meetings in consulting

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- Identify meeting success factors

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A little rest

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10 mins